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HOGAN *DEVELOP*

M A N A G E

TECHNIQUES FOR MANAGING AN EMPLOYEE

Report for : Jane Doe

ID: HB290468

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INTRODUCTION

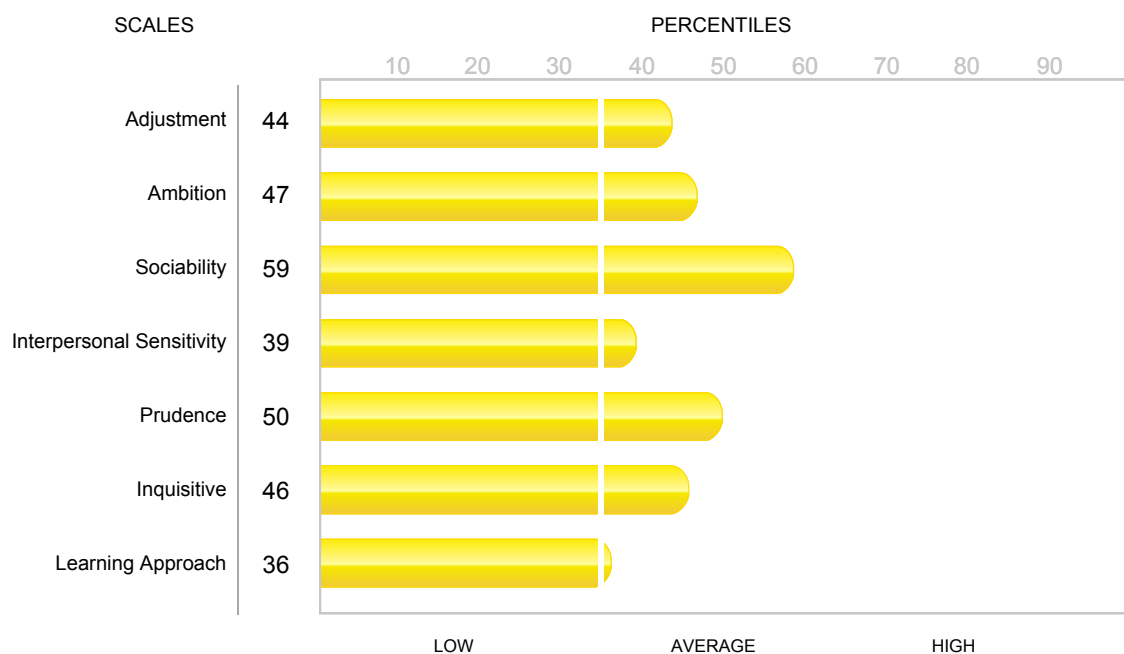
Different characteristics are important for success in different jobs, and characteristics that are important in one job may interfere with performance in others. The Hogan Personality Inventory (HPI) evaluates people on seven well-known dimensions or characteristics that influence occupational success. This report is based on the candidate's scores on these dimensions; it describes how he/she is likely to act in various circumstances, it notes the candidate's strengths and shortcomings, and it makes some suggestions about how to manage his/her career. The next page contains the HPI graph on which the report is based, and definitions for the seven dimensions.

This Report is Valid and Interpretable.

The HPI evaluates people on seven well-known dimensions or characteristics that influence occupational success.



GRAPHIC REPORT



High scorers are above the 65th percentile. Average Scores are between the 35th and 65th percentile. Low scores are below the 35th percentile.

ADJUSTMENT

Reflects the degree to which a person is calm or moody and volatile. High scorers seem confident, resilient, and optimistic. Low scorers seem tense, irritable, and negative.

AMBITION

Evaluates the degree to which a person seems leaderlike and values achievement. High scorers seem competitive and hard working. Low scorers seem unassertive and less interested in advancement.

SOCIABILITY

Assesses the degree to which a person appears socially self-confident. High scorers seem outgoing and colourful. Low scorers seem reserved and quiet.

INTERPERSONAL SENSITIVITY

Reflects tact and perceptiveness. High scorers seem friendly, warm, and popular. Low scorers seem independent, frank, and direct.

PRUDENCE

Concerns self control and conscientiousness. High scorers seem organised, dependable, and easy to supervise. Low scorers seem spontaneous and flexible.

INQUISITIVE

Reflects the degree to which a person seems curious, adventurous, and imaginative. High scorers tend to be quick-witted and visionary, but easily bored. Low scorers tend to be practical, focused, and able to concentrate.

LEARNING APPROACH

Reflects the degree to which a person values education as an end in itself. High scorers tend to enjoy reading and studying. Low scorers are less interested in formal education and more interested in hands-on learning on the job.



STRENGTHS ON WHICH A MANAGER CAN BUILD

ADJUSTMENT

Mr./Ms. Doe is typically self-confident, but also willing to admit errors and listen to feedback. As a result, he/she seems:

- to have a balanced self-image
- to remain calm under stress
- to not internalise criticism
- to be responsive to feedback

AMBITION

Mr./Ms. Doe is assertive without being pushy. He/She is:

- willing to take charge when necessary
- reasonably ambitious and hard-working
- an effective team member
- comfortable letting others be in charge

SOCIABILITY

Mr./Ms. Doe seems friendly and approachable, but not overly gregarious. He/She is:

- willing to listen and let others talk
- comfortable working alone or with others
- doesn't feel compelled to express his/her point of view
- appropriately outspoken

INTERPERSONAL SENSITIVITY

Mr./Ms. Doe is pleasant and tolerant but will take a stand when necessary. He/She:

- cares about relationships
- collaborates rather than dictates
- is a good team player
- is willing to help others

PRUDENCE

Mr./Ms. Doe is reasonably planful and careful about procedures, but is also flexible and adaptable when necessary. He/She:

- is responsible and dependable
- works well under supervision
- will not get bogged down by details
- seems reasonable about rules

INQUISITIVE

Mr./Ms. Doe seems open-minded, curious, and:

- a practical decision maker
- willing to implement innovative ideas
- likely to assess risks before taking action
- able to understand the big picture and how to pursue it



LEARNING APPROACH

Mr./Ms. Doe is bright and generally stays up-to-date on job relevant subjects. He/She:

- believes education is a tool rather than an end in itself
- is usually open to new ways of doing things
- tends to stay informed on topics that are personally interesting
- will not resist new technology



SHORTCOMINGS THAT MAY CHALLENGE A MANAGER

ADJUSTMENT

Mr./Ms. Doe should usually seem calm and steady under pressure. However, he/she may also:

- experience stress that others are unaware of
- be defensive about faults and insecurities
- sometime seem moody and self-critical

AMBITION

Mr./Ms. Doe may not care who is in charge of projects and work activities. He/She may:

- avoid taking control of tasks or team assignments
- not take initiative when opportunities arise
- be perceived exclusively as a team player

SOCIABILITY

Mr./Ms. Doe will be comfortable working alone or with others; he/she may also:

- not know when to speak up and when to be quiet
- not communicate well
- not make a strong first impression

INTERPERSONAL SENSITIVITY

Mr./Ms. Doe should be a likeable coworker. But one who:

- may not convey expectations to others
- may not enforce performance standards
- may be too eager to please

PRUDENCE

Mr./Ms. Doe seems to have a balanced attitude towards authority. He/She should:

- be reasonably flexible about rules
- be easy to supervise
- plan appropriately

INQUISITIVE

Mr./Ms. Doe is reasonably open-minded, however, he/she may not:

- consider how problems fit into the larger scheme of business
- balance practical concerns against needs for innovation
- think outside the dots

LEARNING APPROACH

Because Mr./Ms. Doe is bright and well-informed, he/she may:

- read situations and solve problems faster than his/her colleagues
- act before others understand his/her reasons
- put his/her priorities ahead of others



Tips for managing Mr./Ms. Doe

Mr./Ms. Doe needs to be reminded to step up to challenges and take initiative. He/She may also need to be reminded to be persistent and results-oriented when working on tasks. He/She should look for opportunities to increase leadership while supporting his/her coworkers in both word and deed.

Mr./Ms. Doe should develop a plan for self-improvement and to check his/her progress periodically. He/She should be encouraged to stay current in his/her field and to be alert for opportunities to develop new skills and competencies.

Mr./Ms. Doe should be reminded to stay flexible in ambiguous situations. He/She should remember that he/she may never have all the information needed to make decision. He/She should prioritise his/her work, keeping in mind that not every task requires equal effort or attention.

This person should learn to anticipate other's expectations and respect their needs. He/She should be reminded to be patient when others make mistakes--typically, they will not deliberately make errors.

Mr./Ms. Doe is reasonably self-satisfied and, as a result should solicit feedback from coworkers and pay attention. He/She should be reminded to contribute appropriately to the efforts of the team, and to understand that others may feel stressed when he/she doesn't.

Mr./Ms. Doe should be reminded to think and talk about the strategy of business. He/She should also understand the importance of innovation and support it when possible.

Mr./Ms. Doe should be encouraged to talk with his/her coworkers, and ask their advice regarding problems at work. He/She should be sure to make his opinions known at business meetings.